



# HENKEL CONSUMER BRANDS

MARCO SWOBODA, WOLFGANG KÖNIG – WEBINAR, 18 MARCH 2025



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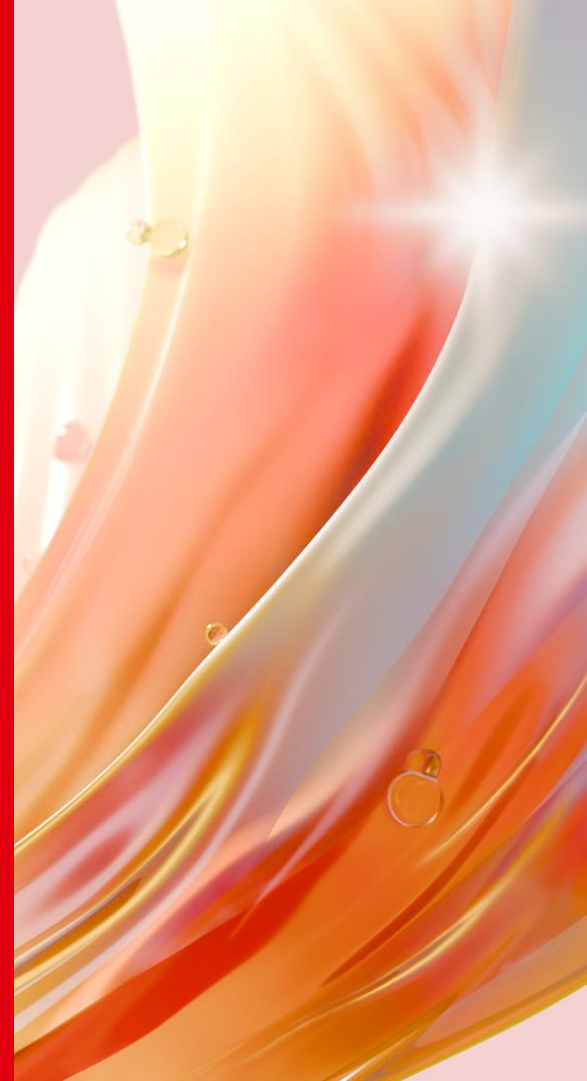
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All individual figures in this presentation have been commercially rounded. Addition may result in deviations from the totals indicated.  
All figures – unless indicated otherwise – relate to FY 2024 (time reference of market share data may deviate).*



# AGENDA

- 01 **Introduction:**  
**Overview Henkel Group and Consumer Brands**
- 02 Deep-Dive:  
Consumer Brands – Our Businesses and Solutions
- 03 Wrap up:  
Mid-Term Financial Ambition



# HENKEL 2024 AT A GLANCE

SALES

€21.6<sub>BN</sub>



ADJ. EBIT

€3.1<sub>BN</sub>



148 YEARS

SUCCESS WITH BRANDS  
AND TECHNOLOGIES



~47,000  
EMPLOYEES

-64%  
CO<sub>2</sub> EMISSIONS IN  
PRODUCTION<sup>1</sup>

STRATEGIC AGENDA FOR  
**PURPOSEFUL  
GROWTH**



ADHESIVE TECHNOLOGIES



CONSUMER BRANDS

LOCTITE TECHNOMELT BONDERITE

Persil

Schwarzkopf



# STRONG BUSINESSES WITH *LEADING POSITIONS*

## HENKEL GROUP

### ADHESIVE TECHNOLOGIES



**Mobility &  
Electronics**

**#1**  
worldwide



**Packaging &  
Consumer Goods**

**#1**  
worldwide



**Craftsmen,  
Construction &  
Professional**

**#3**  
worldwide

### CONSUMER BRANDS



**Laundry &  
Home Care**

**#2**  
in active markets



**Hair**

Professional & Consumer

**#2**  
in active markets



**Other  
Consumer**

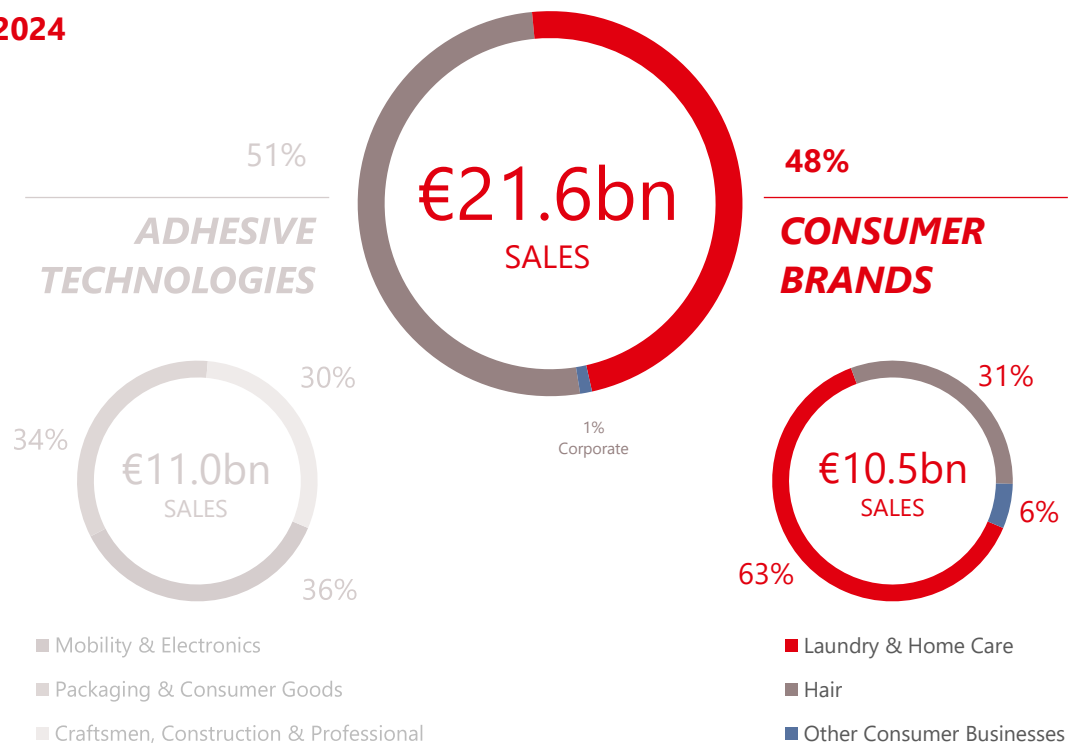
Body Care

Presence in  
selected markets

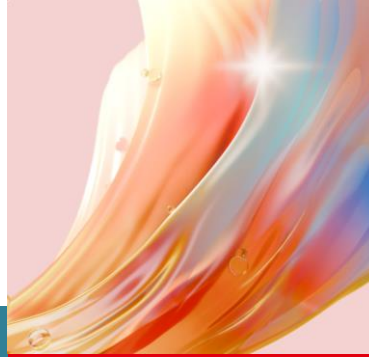


# CONSUMER BRANDS ACCOUNTS FOR ALMOST **HALF OF HENKEL GROUP SALES**

FY 2024



# HENKEL CONSUMER BRANDS



## SUSTAINABILITY AS PART OF OUR DNA

Empowering consumers to make sustainable choices in their daily lives

## WE HOLD LEADING POSITIONS IN ATTRACTIVE CATEGORIES

**Consumer brands** as #2 in active markets with leading category positions and presence in >100 countries

## STRONG BRAND PORTFOLIO

Strong global player with iconic #1 brands and focus on portfolio valorization to drive attractive growth and margin profile



## STRENGTHENING OUR INTEGRATED PLATFORM

Poised for profitable growth building on a clear strategic roadmap



## LEVERAGING TECHNOLOGY LEADERSHIP

Shaping relevant market trends with our consumer centric and tech-driven innovations supported by strong brands



Henkel

# CONTINUOUSLY *INVESTING* INTO CONSUMER BRANDS

## *STRENGTHENING BUSINESSES ORGANICALLY*

- Overall “asset-light” business model
- Investing in **growth, sustainability, digitalization** and further **rationalization/optimization**
- Investing in **research and development centers** in various regions, e.g., research laboratory in Shanghai, China supporting entire Asian market

## *ACQUISITIONS INTEGRAL PART OF STRATEGY*

- **Clear criteria:** strategic fit, financial attractiveness, availability
- Enhancing Consumer Brands portfolio with a focus on filling **white spots** on country/category position and addition of **new categories**

## CONSUMER BRANDS RECENT HIGHLIGHTS



New R&D Center for APAC

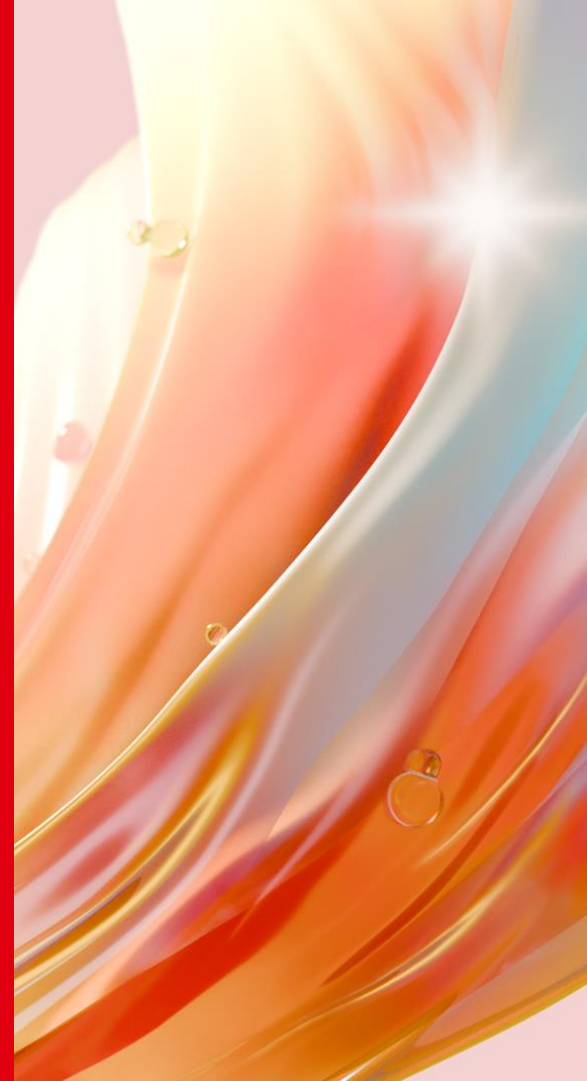


Acquisitions of Shiseido Professional and Vidal Sassoon in APAC



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**WE ARE  
HENKEL  
CONSUMER  
BRANDS**



**WE DRIVE CATEGORY VALUE**

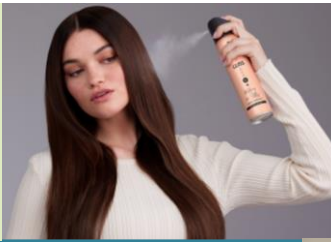
**CREATING CONSUMER CENTRIC INNOVATIONS**

**LEVERAGING TECHNOLOGY LEADERSHIP**

**WITH SUSTAINABILITY AS PART OF OUR DNA**



We have established entirely new categories, such as toilet care, transforming consumer choices



We focus on selected brands in key categories driving value through relevant innovations

# WE DRIVE CATEGORY VALUE WITH KEY BRANDS



Every second the hair of 16 consumers is colored with Henkel hair colorants



Every second more than 150 dishwashers are running with a Henkel unit dose



Every minute ~3,000 detergent products from Henkel are sold



# ATTRACTIVE CATEGORY PORTFOLIO

## FOCUSING ON TWO GLOBAL CATEGORIES



### LAUNDRY & HOME CARE

- Fabric Care
- Fabric Cleaning
- Fabric Finishers
- Laundry Additives
- Hand Dish Washing
- Auto Dish Washing
- Toilet Care
- Hard Surface Cleaners
- Insecticides

#2 IN ACTIVE MARKETS



### HAIR

Professional & Consumer

- Hair Care
- Hair Coloration
- Hair Styling

#2 IN ACTIVE MARKETS



### OTHER CONSUMER BUSINESSES

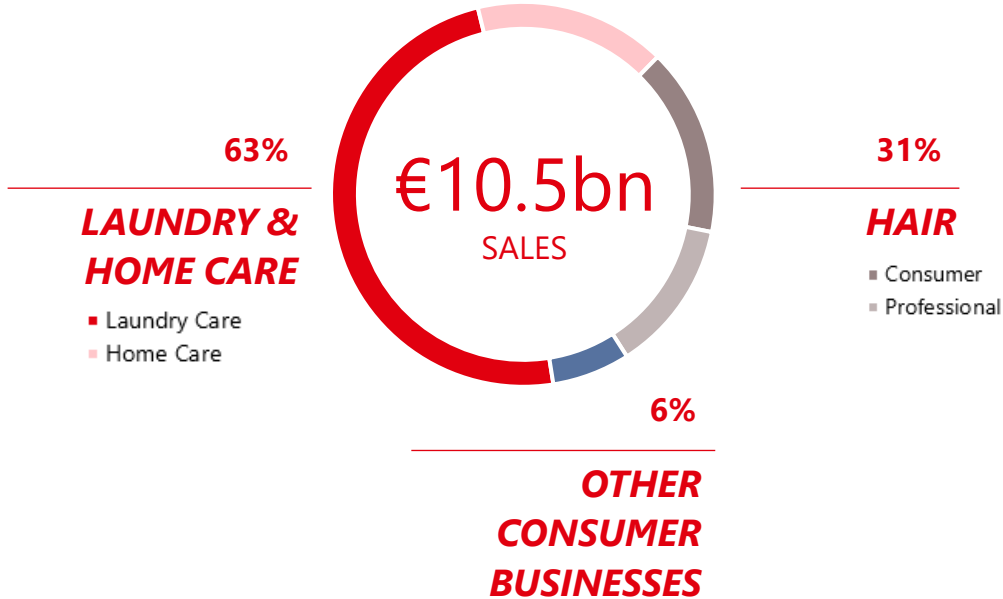
Body Care

- Bath & Shower
- Deodorants
- Soaps

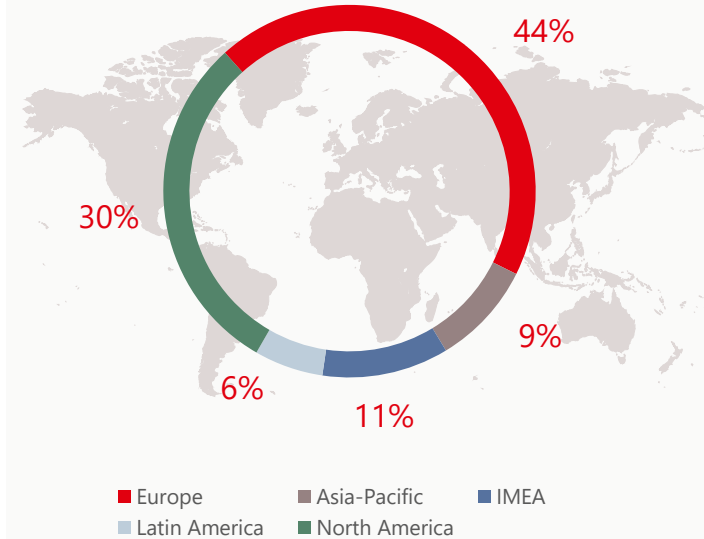
PRESENCE IN SELECTED MARKETS

## FOCUS ON KEY BRANDS WITH SHARPENED BRAND ROLES

# UNITED UNDER ONE STRONG > 10BN€ PLATFORM



## KPIs 2024



# STRONG GLOBAL PLAYER WITH ICONIC #1 BRANDS IN LAUNDRY CARE, HOME CARE & HAIR

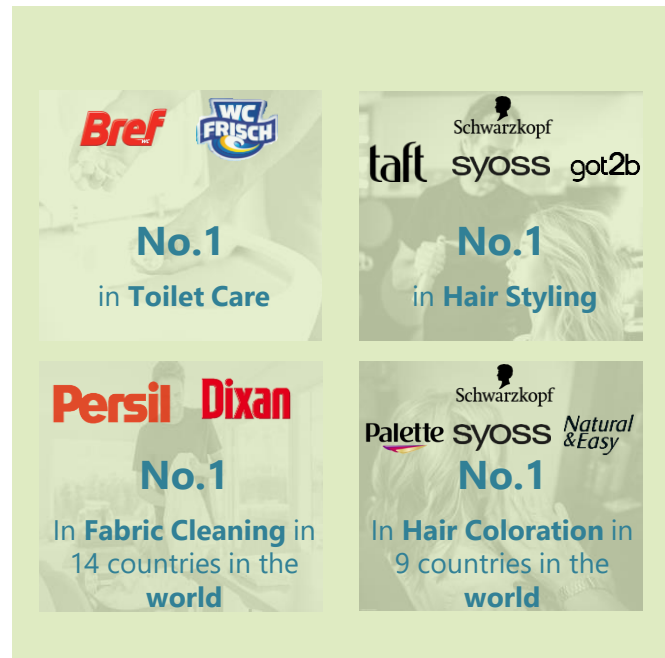


**TOP RANKINGS IN ACTIVE MARKETS**

**~270**

**#1 or #2**

**COUNTRY / CATEGORY POSITIONS**





# VALORIZATION LEADING TO VERY STRONG GROWTH OF TOP 10 BRANDS

ONGOING  
GROWTH  
INVESTMENTS

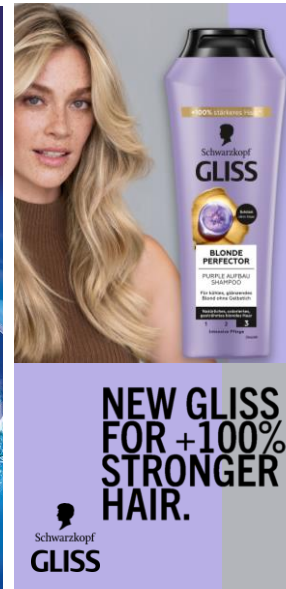
ROLLING OUT  
IMPACTFUL  
INNOVATIONS

IDENTIFYING  
RELEVANT  
CONSUMER NEEDS

SALES SHARE > 50%

VERY STRONG ORGANIC SALES GROWTH AND  
POSITIVE VOLUMES OF TOP 10 BRANDS IN FY 2024

## DOUBLE-DIGIT OSG CONTRIBUTION FROM



Selective innovation examples



### SUSTAINABILITY

Empowering consumers to make sustainable choices in their daily lives



**HEALTH & WELLBEING**  
Promoting products for a healthier, balanced lifestyle

# CREATING CONSUMER CENTRIC INNOVATIONS

BASED ON GLOBAL TRENDS



### PREMIUMIZATION

Elevating consumer experiences with superior products through our brands



### DIGITALIZATION

Enhancing the consumer experience through innovative digital tools



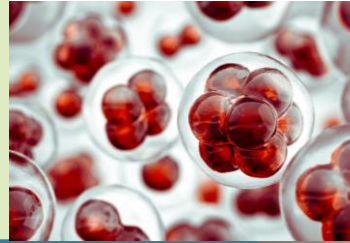
### CONVENIENCE

Simplifying daily tasks with personalized, easy-to-use, effective solutions



## Best-in-class Bioscience

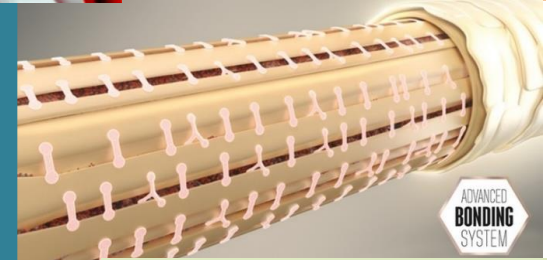
exclusive enzymes, microbiology  
and early pioneers for peptides



## 30 years

Experience in Enzyme  
Engineering

# LEVERAGING TECHNOLOGY LEADERSHIP



ADVANCED  
BONDING  
SYSTEM

With our **in-house  
Fragrance  
Center**, we craft  
distinctive scents that  
enhance consumer  
experience



## AI based performance modeling

720 Mio laundry stain  
tests  
digitalized/automated



Pioneering  
**Hair Bonding  
Technology** with first-  
proven covalent bonding  
chemistry. Supported by **6  
Eternalock leading patents**

# UNDERPINNED BY GLOBAL R&D NETWORK

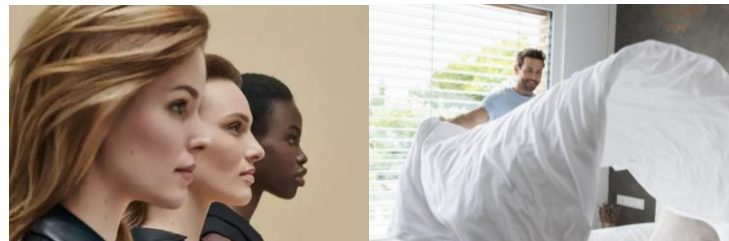
~1,000  
Researchers

~€280m  
R&D  
spend

~50%  
Innovation  
rate<sup>1</sup>

>300  
Open Inno.  
Projects

Global R&D network with 14 innovation centers



LEVERAGING OUR TECHNOLOGY EXPERTISE  
ACROSS OUR GLOBAL CATEGORIES

**Strong R&D synergies** due to technological similarities of global Hair and Laundry categories – **superior technologies and impactful innovation** addressing relevant consumer needs and fueling **above-average growth of top 10 brands**

## OPERATIONS

<sup>1</sup> per ton of product vs. 2010

# 100% CO<sub>2</sub> reduction<sup>1</sup> in 2030

HCB 2024: Leading in the industry with **80% reduction**

got2b™  
for whoever  
you want2b



# SUSTAINABILITY AS PART OF OUR DNA

Key achievements and ambitions

## PACKAGING

# 100% Recyclable Packaging Design by 2025

HCB 2024: **>91%**



## CONSUMER EMPOWERMENT

Persil ensures deep clean already starting from 20°C – enabling our consumers to wash at cold temperatures.

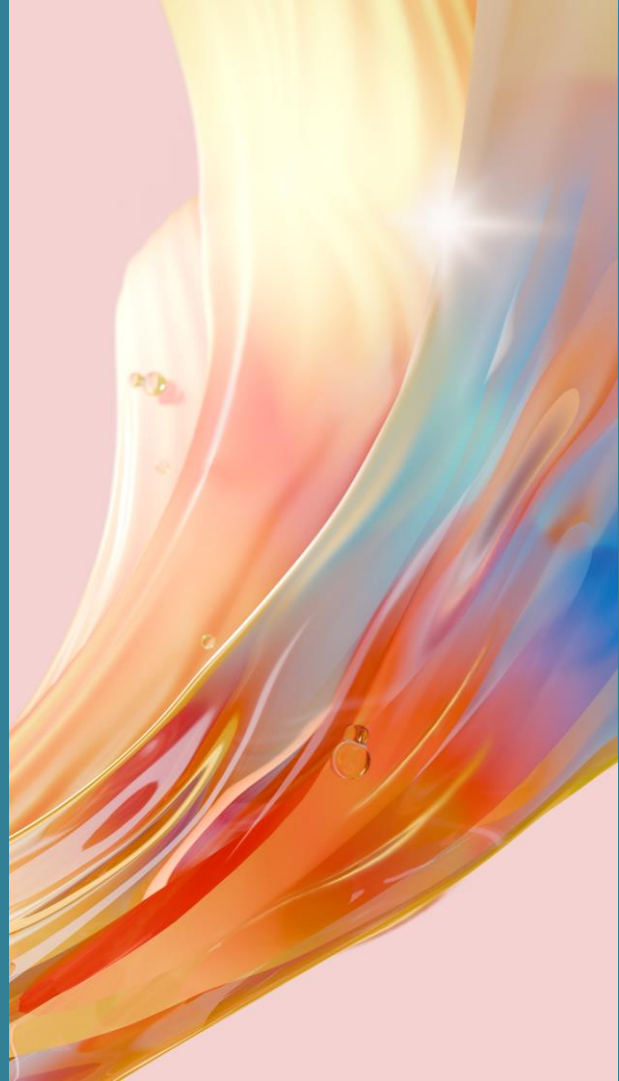
Saving up to **70%** of energy<sup>2</sup>

<sup>2</sup> compared to 60°C



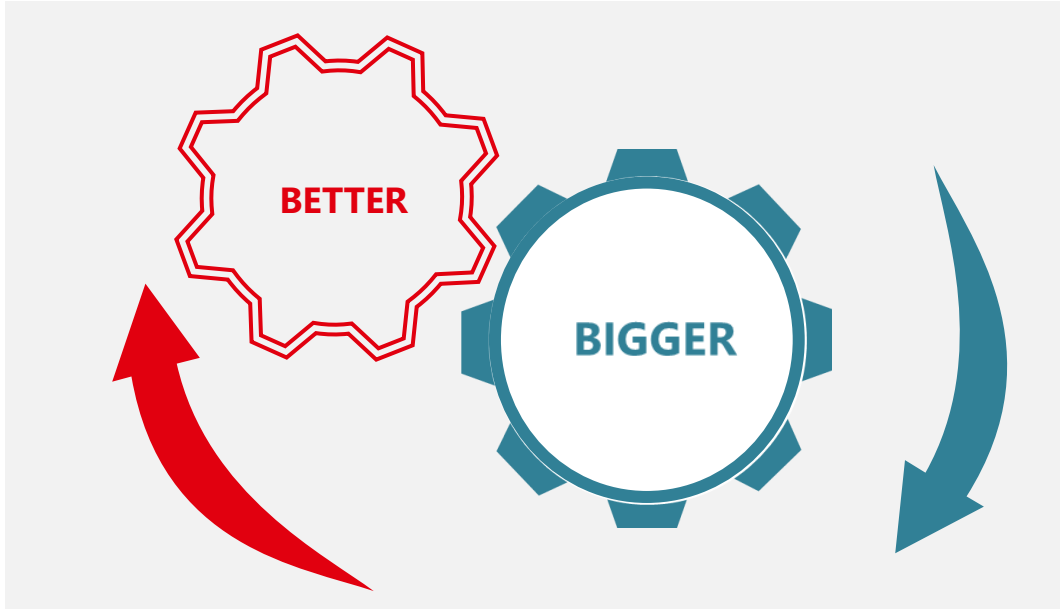
# **CONSUMER BRANDS**

BETTER AND BIGGER  
AS THE KEY FOR SUCCESS





# DRIVING **BETTER AND BIGGER** AS THE KEY FOR SUCCESS IN HCB



Focused business  
**portfolio**



With **consumer  
preferred products**



At **optimal costs**



Powered by  
**customer excellence**



# FOCUSED BUSINESS PORTFOLIO

## ACTIVELY SHAPING THE PORTFOLIO

### DIVESTMENTS & DISCONTINUATIONS

- ORAL CARE
- AIR FRESHENERS
- SKIN CARE
- SOAP<sup>1</sup>
- SELECTED BRAND EXITS
- RETAILER BRANDS NORTH AMERICA

DIADERMINE  
LABORATOIRES

Theramed



Vademecum

PORTFOLIO MEASURES OF SLIGHTLY ABOVE 1BN€ **SUCCESSFULLY COMPLETED**

### STRATEGIC ACQUISITIONS

SHISEIDO  
PROFESSIONAL

ASIA-PACIFIC

earthwise  
Caring for your world  
AUSTRALIA AND NEW ZEALAND

VIDAL SASSOON

CHINA

**WE STRENGTHEN HCB CORE CATEGORIES AND CLOSE WHITE SPOTS**  
WHILE DRIVING SUSTAINABILITY AND TECHNOLOGY DIFFERENTIATION

<sup>1</sup> In most countries



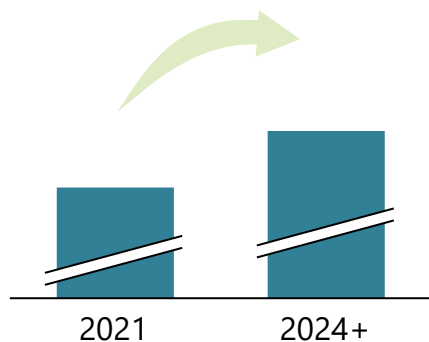


# FOCUSED BUSINESS PORTFOLIO ALLOWS US TO DRIVE VALUE IN OUR BRANDS

## FUELING OUR INNOVATION AND BRANDS WITH STRONG INVESTMENTS

Increased media investments driving brand equity

Media investments in €m (indicative)



Strengthening brands powered by innovation and marketing support –  
Examples



**TAFT**

Re-igniting Styling category with strong relaunch



LIFT YOUR BLONDE AT HOME

**PERWOLL**

Gaining appeal as main premium brand in Fabric Care and geographical expansion



Schwarzkopf  
**taft**

FOR EVERY YOU.



**SYOSS**

Leveraging differentiation for growth



# WITH CONSUMER PREFERRED PRODUCTS DRIVING CONSUMER RELEVANT TRENDS

 With **consumer preferred products**



## SUSTAINABILITY

Empowering consumers to make more sustainable choices in their daily routines



## HEALTH & WELLBEING

Promoting products that support a healthier and balanced lifestyle



## CONVENIENCE

Simplifying daily tasks with personalized, easy-to-use, effective solutions



## DIGITALIZATION

Enhancing the consumer experience through innovative digital tools



## PREMIUMIZATION

Elevating consumer experiences with superior products through our brands

SELECTED  
EXAMPLES

More concentrated formulas, recycled and recyclable plastic packaging and cold-water wash solutions

Easing consumer concerns with advanced formulas for sensitive skin and safe, hygienic cleaning products and reducing the impact of fast fashion

Laundry capsules, all-in-one cleaners, and customized hair routines

AI-driven product testing, virtual hair coloration try-on, and smart home-enabled cleaning solutions

Creating value in our categories by enhancing our formulas and driving market growth

# WITH CONSUMER PREFERRED PRODUCTS LAUNDRY CARE: DRIVING SELECTIVE STRATEGIC GROWTH

## LAUNDRY CARE

In Laundry Care, we want to strategically lead the future of Laundry by focusing on **selective, strategic growth** in key categories and Power Brands, leveraging **technology leadership** to drive differentiation and value

We are **#2** in active markets with **~60 leading country/category positions<sup>1</sup>**

We built a legacy of **iconic brands** like Persil, complemented by distinct equities such as All and Perwoll, proving our strength to sustainably lead with consumer-centric innovations

We are **expanding our global footprint** with strategic rollouts



# WITH CONSUMER PREFERRED PRODUCTS

## LAUNDRY CARE: ICONIC BRANDS WITH DISTINCTIVE EQUITIES

**Persil**




**DEEP CLEANING**  
#2 in Fabric Cleaning in Europe<sup>1</sup>

**all**



**HYPOALLERGENIC SKIN**  
#1 in Sensitive Skin segment<sup>1</sup>

**Perwoll**



**GENTLE CARE AND RENEWAL**  
#1 in Fabric Care<sup>1</sup>





With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS FABRIC CARE: GROWING THE CATEGORY FOR A BETTER FUTURE



Perwoll's **best-in-class unique formula** extends garment life with triple renew benefits:

- **Fiber renew:** Superior pilling removal that make clothes look like new
- **Color renew:** New enzyme removes grey haze, making colors shine again
- **Freshness:** Advanced malodor removal

with a **balanced footprint:** 50% recycled plastic and a fully recyclable bottle

Present in **~40 countries** with recent **expansion** in South Korea and new launch in UK and Ireland



Committed to **sustainable fashion**, addressing the 60% of new clothes discarded within a year<sup>1</sup>, leading

- **#RethinkFashion** movement
- **#NoNewClothes** Challenge

**WE DRIVE THE CATEGORY GROWTH**  
leading global brand in the fastest-growing category<sup>2</sup>  
with double-digit organic sales growth



We drive **sustainability**

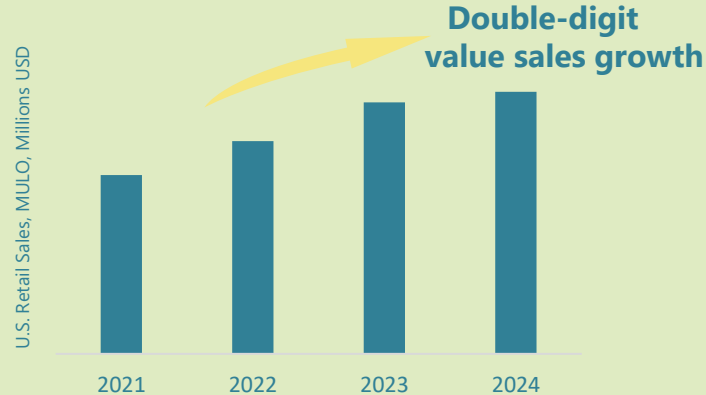


# WITH CONSUMER PREFERRED PRODUCTS

## FABRIC CLEANING: ALL #1 SENSITIVE SKIN DETERGENT BRAND



### all® free clear continues substantial growth



- #1 Doctor recommended brand for Sensitive Skin<sup>2</sup>
- Marketing program reaches ~95% of dermatologists in the U.S.
- Significant increase in media vs 2021

### #1 IN SENSITIVE SKIN SEGMENT<sup>1</sup>

Market share increase of +140 bps YTD vs. 2021 within Fabric Cleaning segment



We support health & wellbeing

<sup>1</sup> in active markets

<sup>2</sup> by dermatologists, allergists and pediatricians



With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS HOME CARE: LEADING WITH STRONG BRANDS

## HOME CARE



We drive market leadership combining strategic investments with advanced technologies to set industry standards and lead the market

#1 in active markets leading in more than 70% of our country / category positions<sup>1</sup>

Building strong brands, we transform Home Care with innovations from brands like Somat and Bref, establishing new standards in dishwashing and toilet care





With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS

## HOME CARE: ICONIC BRANDS THAT MEET EVERY HOME NEED

### Bref



**SUPERIOR TOILET CLEANING**

**Market leader** across active markets

### Somat



**THE EXPERT IN DISHWASHING**

**#1/#2** position in 70% of active countries



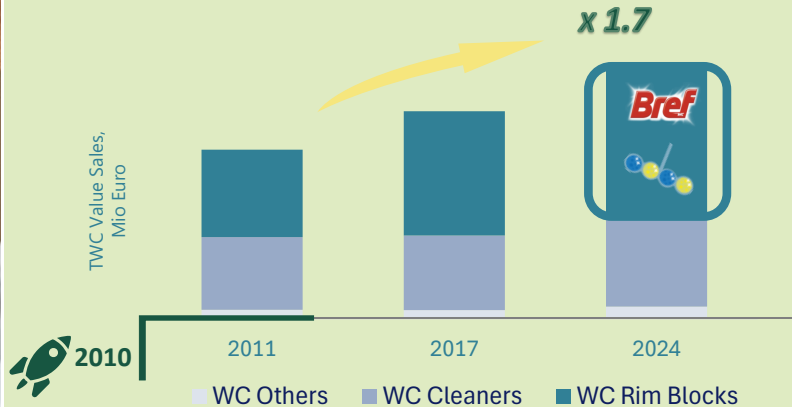


With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS TOILET CARE: PIONEERING AND EXPANDING THE CATEGORY



Game-changing launch in 2010, revolutionizing the category



- Increasing **market penetration**
- **Boosting** consumer annual spend by x2.7<sup>1</sup>
- Bringing meaningful **innovation** to the market

<sup>1</sup> Source: GfK Panel Data, Germany, MAT 2024

**BREF FURTHER EXPANDING #1 POSITION in active markets**  
with a double-digit organic sales growth in 2024, driving category penetration gains



We drive **premiumization**







With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS

## AUTOMATIC DISHWASHING: ACCELERATING GROWTH



Redefining dishwashing performance with state-of-the-art technology:

- Exclusive technology for **extra-performance** on burnt-in stains
- **Upgrading consumers** to premium caps for perfect results in an efficient way



We **relieve consumers** from any **dishwashing burdens** while reducing environmental impact:

- Effective at low temperatures to save energy, water, CO<sub>2</sub> and money
- Better formulas for perfect results, minimizing personal effort and resource usage

**DRIVING CATEGORY GROWTH**

with very strong organic sales growth over the past 5 years



We drive **convenience**





# WITH CONSUMER PREFERRED PRODUCTS

## HAIR: LEVERAGING EXPERTISE IN CONSUMER & PROFESSIONAL

### HAIR



In Hair, we win in the market by leveraging our **expertise across Professional and Consumer**. Our strategy focuses on brand distinctiveness, premiumization and high-performance technologies.

We compete in all key hair categories - Coloration, Styling, and Care- and hold **leading positions in ~60% of our country/category markets.**<sup>1</sup>

We leverage our megabrand Schwarzkopf with the ambition to become **the authority in Hair**, being by the side of consumers and professionals.



# WITH CONSUMER PREFERRED PRODUCTS LEVERAGING SCHWARZKOPF MASTERBRAND

## The power of Schwarzkopf Masterbrand

125 years of experience, 90 trainings centers, 5 global hubs, network of 500,000+ hairdressers, 2.1 million consumers per day



Accelerating our professional as well as our consumer business:

- Cutting-edge technologies
- Hair knowledge transfer
- Be wherever our consumers are: across price tiers, geographies, channels and categories



## THE AUTHORITY IN HAIR

Schwarzkopf as #1 umbrella brand with >€1bn sales



We drive premiumization



With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: WINNING COLORATION


**Palette**



**THE EXPERT IN COLOR WITH  
+45 YEARS EXPERIENCE**

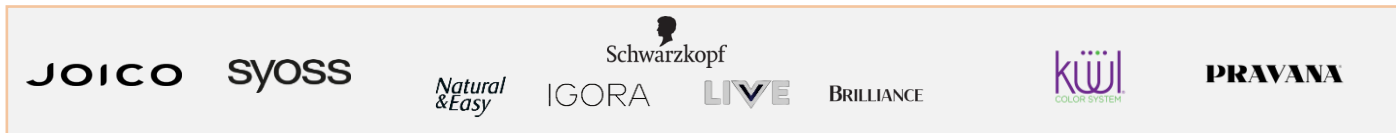
**#1 Color brand<sup>1</sup>**

Schwarzkopf **BLO  
ND  
ME**



**THE AUTHORITY IN BLONDE**

**#1 Color and Care System  
dedicated to blonde perfection**

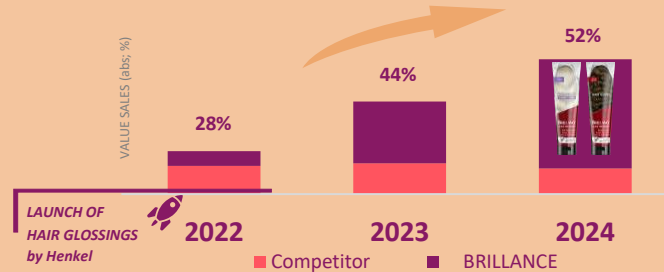


# WITH CONSUMER PREFERRED PRODUCTS HAIR POWERHOUSE: WINNING COLORATION



Driving the **leadership** in the category and answering to **changing habits** that disrupt the market

i.e Schwarzkopf Brilliance **Glossing**  
Untapping a **new coloration category**,  
**boosting consumer recruitment** -40% of buyers are new-  
and **increasing buying** frequency -5.8x vs 4.1x regular coloration-



**Palette**

**No. 1 brand in Coloration**

More than **45 years** expertise and global **presence in 70+ countries**

**All time high Market Share** in 2024

Driving **digitalization** with the **virtual hair color try-on** to help users find their perfect shade

## WE LEAD COLORATION WITH TOP BRANDS

Brilliance Strongest growing brand in Germany in value sales  
PALETTE #1 color brand, selling 4 units every second




We drive **digitalization**




With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS


## HAIR POWERHOUSE: LEADING STYLING






**THE PIONEER BRAND FOR LONG LASTING HOLD**

#1 Styling brand in Europe<sup>1</sup>





**THE BRAND FOR WHOEVER YOU WANT 2B**

#1 Styling brand for Gen Z and Gen Alpha<sup>1</sup>  
#3 Styling brand in Europe<sup>1</sup>





**THE PROFESSIONAL BRAND EMPOWERING TODAY'S STYLISTS**

#1 Professional Styling Brand in North America<sup>2</sup>



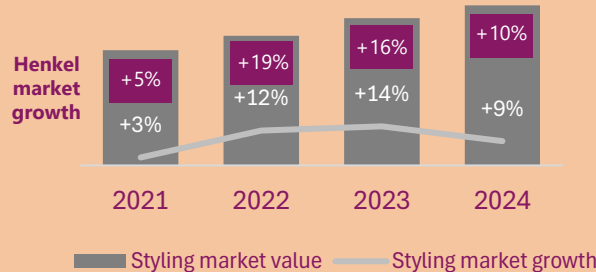
# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: LEADING STYLING

With consumer preferred products



We are a **global #1 player**, leading in **key markets** and **driving the market value sales growth** of the category

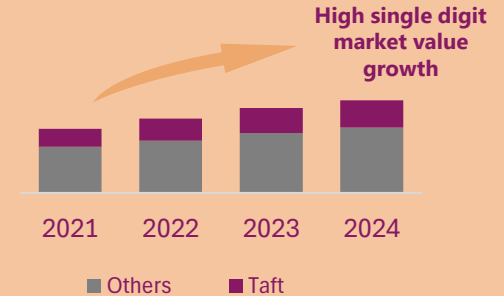


Source: Panel Data (Nielsen / Circana) FY 2024 EU Market Value Sales Data Styling



**Market leader** and at the forefront of the styling success story

Driving market value sales growth and premiumization:



Source: Panel data (Nielsen/Circana), Hair Styling Value Sales 2024, Mio Euro, DE

**#1 GLOBALLY IN ACTIVE MARKETS**

Taft #1 styling brand in Europe with double-digit organic sales growth



We drive **premiumization**








With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS HAIR POWERHOUSE: ACCELERATING CARE


Schwarzkopf  
**GLISS**



**FOR ADVANCED HAIR REPAIR**

#1 in Treatments and Hair repair<sup>1</sup>


**syoss**



**FOR DEEP CARING INTENSITY**

Strong #2 with continued market value sales growth in 2024<sup>2</sup>

**JOICO**



**THE JOI OF HEALTHY HAIR**

Used by more than ~800,000 Hair Stylist in North America



<sup>1</sup> Source: Panel Data (Nielsen / Circana) FY 2024, Germany

<sup>2</sup> Source: Panel Data (Nielsen / Circana) FY 2024



# WITH CONSUMER PREFERRED PRODUCTS

## HAIR POWERHOUSE: ACCELERATING CARE



We develop **premium innovations in Schwarzkopf** powered by **cutting edge technologies** that improve hair health inside and out.



- **Inner Action:** Repairs hair from within with micro-bonds
- **Outer Action:** Protects hair with a damage-resistant layer

We leverage this technology across Schwarzkopf consumer categories

Schwarzkopf  
**GLISS** **Night elixir: Revolutionary overnight hair repair**

**Proven success** with 82% new users and expanding to 6 new countries

**Sustainability** in the core with 97% recycled plastic bottle with fully recyclable packaging



**CUTTING-EDGE TECHNOLOGIES FOR SUSTAINABLE GROWTH**  
Syoss and Gliss with consistent market value sales growth since 2021<sup>1</sup>



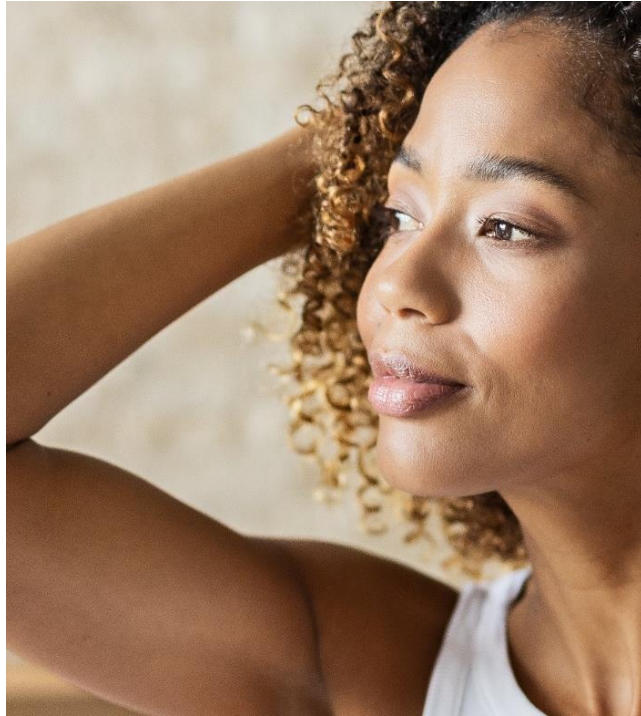
We drive **premiumization**



With consumer preferred products

# WITH CONSUMER PREFERRED PRODUCTS

## OTHER CONSUMER BUSINESSES: REGIONAL FOCUS



Active in attractive market segments: Bath & Shower, Deodorants and Soaps

Selected regional presence in **Europe** and **North America** with top brands **Fa** and **Dial**

Fa





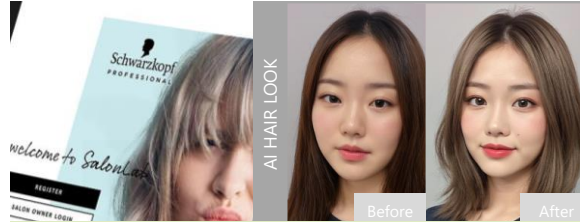
# AT OPTIMAL COSTS

## OPTIMIZING THE OVERALL SET-UP



### NEW ORGANIZATION

- **New organizational set-up** globally (incl. reduction by ~2,000 positions)
- **Lean and efficient structures** to drive overall agility
- **Foster entrepreneurial spirit** and accelerate cultural transformation



### DIGITALIZATION

- **Leveraging digitalization** to create attractive touchpoints and **increase efficiency**
- **Integration of AI** to optimize customer centricity and marketing activation
- **R&D backbone supported by AI** to drive purposeful innovations



### SUPPLY CHAIN

- **Improve efficiency** of own production set up and optimize contract manufacturers network
- **Drive commercial integration** with optimized logistics capabilities along 1-1-1 approach (one order, one shipment, one invoice)
- **Leverage procurement** opportunities



# **AT OPTIMAL COSTS**

## **CONSUMER BRANDS INTEGRATION IN FULL SWING**

### **Optimizing organizational set-up and portfolio**

- **Organizational set-up concluded** in 2024
- **Portfolio measures of slightly more than €1bn** completed
- **€275m net savings** realized by end of 2024

### **Driving supply chain optimization**

- **“1-1-1 approach” live** in all targeted countries
- **Complexity reduction of ~23%** reached by end of 2024 (target ~25% by end of 2025)
- **€150m net savings** realized by end of 2024 (€250m target to be reached by end of 2025)

**Targeted savings of €525m expected to be already reached by end of FY 2025<sup>1</sup>**



# POWERED BY CUSTOMER EXCELLENCE WITH A DIVERSIFIED GO-TO-MARKET SETUP

## SUPERMARKET & DISCOUNTER



## DRUGSTORE



## HYPERMARKET



## SELECTIVE RETAIL



## SALON & SALON DISTRIBUTOR



## E-COMMERCE



As ONE HCB consumer platform,  
we are a strong partner

- **One face** to our customers
- **One Team:** Faster, simpler, leaner
- Increased **logistical** and **operational** efficiency (1-1-1)
- Among **TOP 5 FMCG players**<sup>1</sup> in Europe



# CONSUMER BRANDS

## POISED FOR PROFITABLE GROWTH

### *MID-TERM FINANCIAL AMBITION*

**3 TO 4 %**

ORGANIC SALES  
GROWTH

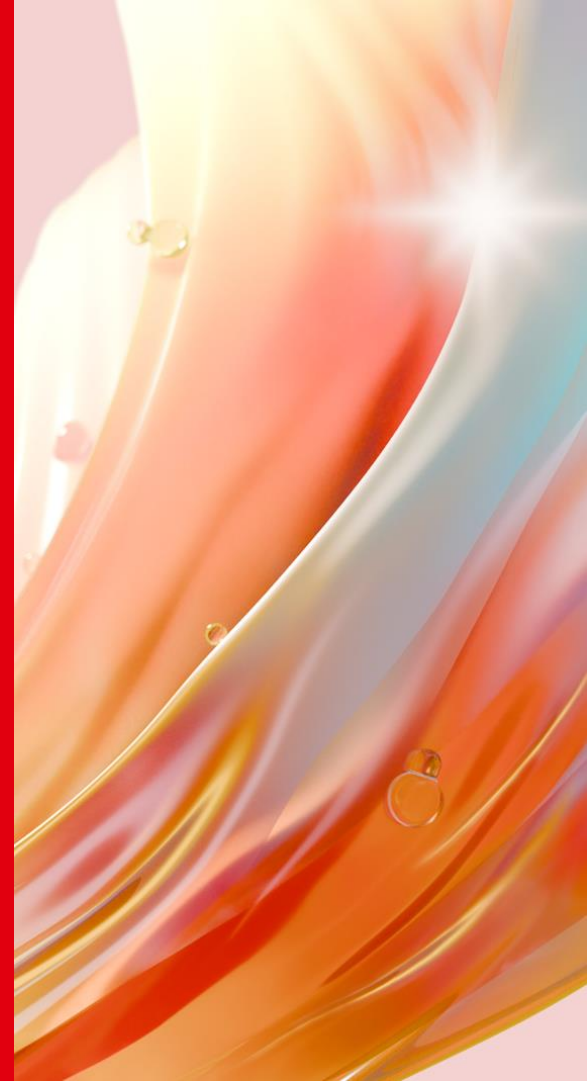
**MID-TEENS %**

ADJ. EBIT  
MARGIN

- **#2 player** across our active markets around the world, with **leading positions in attractive consumer categories**
- Portfolio of **iconic brands with strong brand equities** supported by increased and more focused marketing spend
- Driving impactful **innovations** to boost growth, building on strong **R&D expertise as technology leader** and **digital and sustainability capabilities**
- Leveraging **deep consumer insights** and **well-established relationships with customers and partners to shape relevant market trends**
- Execution of **clear roadmap for business transformation to fuel growth dynamics** – both organically and via M&A – **and enhance profitability**

# AGENDA

- 01 Introduction:  
Overview Henkel Group and Consumer Brands
- 02 Deep-Dive:  
Consumer Brands – Our Businesses and Solutions
- 03 **Wrap up:**  
**Mid-Term Financial Ambition**



# CREATING LONG-TERM SHAREHOLDER VALUE

## REASONS TO INVEST

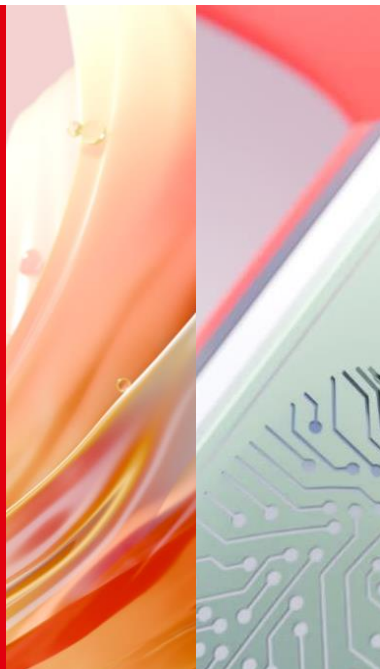
**STRONG BUSINESSES** WITH  
**LEADING POSITIONS** IN  
ATTRACTIVE MARKETS

ICONIC **BRANDS**

SUPERIOR  
**TECHNOLOGIES**

STRONG  
**FINANCIAL FOUNDATION**

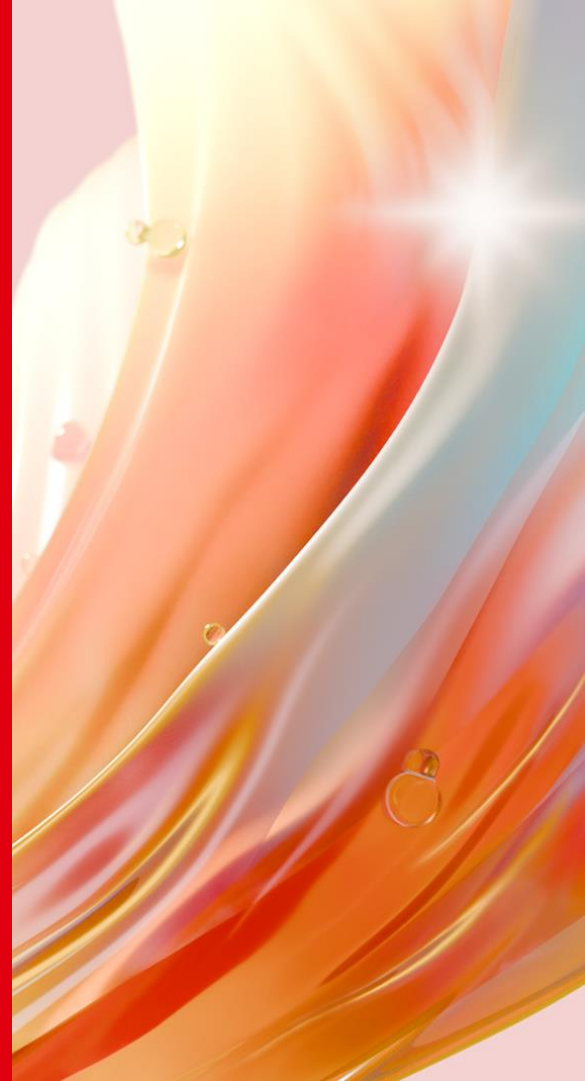
COMPELLING  
**FINANCIAL AMBITION**



## ATTRACTIVE MID-TERM AMBITION

	HENKEL GROUP	ADHESIVE TECHN.	CONSUMER BRANDS
ORGANIC SALES GROWTH	3 to 4%	3 to 5%	3 to 4%
ADJUSTED EBIT MARGIN	~16%	high-teens %	mid-teens %
ADJUSTED EPS GROWTH	mid- to high-single-digit % at constant exchange rates, including M&A		
FREE CASH FLOW	continued focus on Free Cash Flow expansion		

THANK YOU.





FIND OUT MORE ON [HENKEL.COM/IR](https://www.henkel.com/ir)